

MR. STANLEY S. KRESGE

SK 2/24/75

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February 24, 1975

ALL DIRECTORS

As you know, for some time we have considered the advisability of adding a minority director to the Board.

I have delayed perhaps too long because of personal reservations regarding the election of such a member solely as "window dressing" or as a representative of one segment of society rather than as a director representing broadly the shareholders' interests.

My opinion is now somewhat changed. I believe that a minority representative, both because of his personal associations and because of his probably different viewpoints on many matters, may, in fact, serve the Company and the shareholders as we strive to meet the legitimate concerns of our minority employees - suppliers - and the public - and the often most difficult demands of the Equal Employment Opportunity Commission.

I have known David Harper for several years, having worked with him on Detroit Renaissance and on the National Business Council for Consumer Affairs.

Both because of his background and his present responsibilities as president of the First Independence Bank, and his personal characteristics, I believe Mr. Harper would be a conscientious and capable director. I hope that he will receive your support.


ROBERT E. DEWAR